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President's Notes

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The importance of what we do here cannot be overestimated. The men and women who study at the Naval War College will lead the military forces of the free world in the coming decades. The opportunity to study the lessons of history, to interact with scholars and leaders from all of the military services, and to strengthen one's intellect and expand one's personal and professional horizons, is a priceless gift.

President's Notes

WHAT A SPECIAL PLACE the Naval War College is! This is not a recent revelation on my part, of course, but it was brought home to me once again on a warm night last week when I took an early evening stroll around Coasters Harbor Island. Now that my tenure at the College and in the Navy

Rear Admiral Stark was commissioned in 1965 at the U.S. Naval Academy, studied at the University of Vienna as a Fulbright Scholar, and earned a doctorate in political science at The Fletcher School of Law and Diplomacy, Tufts University. He has served on the Navy Staff, the National Security Council Staff, and as Executive Director of the Chief of Naval Operations Executive Panel. His sea service has included command of USS *Julius A. Furer* (FFG 6), USS *Leahy* (CG 16), and, from 1994 to 1995, the Nato Standing Naval Force Atlantic, deployed in the Adriatic Sea. He assumed the duties of President of the Naval War College in June 1995.

is numbered in weeks, I find myself reflecting on my time in Newport and my years in uniform with both a degree of nostalgia and with an increased sense of history.

As I descended the stairs and walked along the gravel driveway of our quarters, I recalled the thousands of guests whom Rosi and I have been fortunate enough to entertain in this grand old house. We've shared wonderful evenings with astronauts and deep-sea explorers . . . with entrepreneurs and entertainers . . . and with students, colleagues, and associates. Every guest has been special, and we will fondly remember each one. As the last rays of light slanted across Narragansett Bay, I passed Founders Hall, which now houses the Naval War College Museum. Over 112 years ago, my predecessor, Admiral Alfred T. Mahan, presided there as the College's second president. At that time, the College's furnishings consisted of four desks and twelve chairs, all borrowed from the Navy Torpedo Station, and a map of the battle of Trafalgar. Admiral Mahan stated, "There was but one lamp available, which I had to carry with me when I moved from room to room by night; and indeed, except for the roof over my head, I might be said to be 'camping out.'" How far we have come since those humble beginnings.

As the light faded, I passed the historic cluster of classic buildings which constitute the Luce-Mahan-Pringle Hall complex. They were the home of the Naval War College during most of its existence, and they witnessed our critical role in developing the strategy and tactics which served this nation so well in two world wars and through much of the Cold War. I then encountered the familiar massive gray structures of Spruance, Conolly, and Hewitt halls. Built in the 1970s, they are today the heart of the College, with our library and most of our offices and classrooms.

The path then became more difficult, as I picked my way through the building materials in what used to be our parking lot. In the gathering darkness I could still make out the shadowy spiderweb of steel beams that mark the daily progress in the construction of McCarty-Little Hall. This new \$18 million building, due for completion in the spring of 1999, will be a much-needed, state-of-the-art replacement for venerable Sims Hall, our current War Gaming Center. As my evening stroll came to a close, I found myself reflecting on some of the College's many achievements over the past three years.

We have accomplished a great deal since I assumed my duties as President back in 1995, and while I take pride in these accomplishments, I cannot take credit for them. The credit goes to the talented men and women who make the Naval War College such an exceptional national treasure every single day. My task has been to set the course and articulate the vision . . . and then let them do the rest. *Their* accomplishments during this period have been many.

Over 1,800 students have completed resident courses of study and have then gone on to positions of leadership in the military services of our own nation and of our allies. And even as we taught within an academic structure that is over a

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quarter-century old, we continued to make important evolutionary refinements. We expanded the breadth of the College's world-renowned Strategy and Policy course to include more cases involving unconventional warfare and internal strife, moving away from an emphasis on global superpower conflict to reflect the altered security problems our students will likely face in years to come. We aggressively kept pace with the rapid changes in global and domestic economics, changing our National Security Decision Making course's case studies and readings by over 50 percent every year.

The greatest changes, however, have occurred within the Joint Military Operations Department. Based on feedback from students, the entire course was reorganized to be more logical in its presentation and to employ a progression of teaching from concept to historical case study to practical application. In a move back toward the "glory days" of the interwar years, we also expanded and reenergized the annual Operations Department war game. Both moves have met with strong approval from the students, who are not known for being shy about constructive criticism.

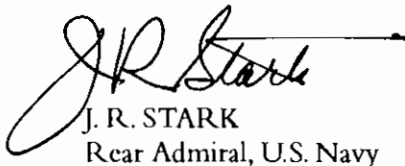
The College of Continuing Education embarked on a series of major changes to make its courses more responsive to the needs of our busy students throughout the world. The correspondence course was condensed to enable completion within eighteen to twenty-four months, instead of the previous standard of five to six years. In order to make the course more amenable to future Internet integration, we also shifted to more multiple-choice evaluations, while still keeping a core of tough essay assignments. The Nonresident Seminar Program was also compressed to enable completion within two years for students wishing to take courses during the summer. Finally, we expanded our seminar sites to six new locations around the world. The result of these changes was a very gratifying increase in both enrollments and graduation rates.

The Naval War College's research programs have been energized and redirected. During the past three years, the Global Game series has employed scenarios which reflect the evolving nature of future conflict and the difficult policy decisions that will face America's leaders. The War Gaming Department has expanded its scope, becoming a key element in our educational process even as it supports other Navy and international programs. We created the Decision Support Center to serve as a key management tool for computer-assisted decision making. We have even employed its uniquely talented staff to develop innovative games bringing senior government officials together with executives from major Wall Street investment firms to examine the impact of various potential crises abroad on trade and financial markets.

The most far-reaching change of all, however, will surely be the establishment of the Navy Warfare Development Command (NWDC) at the Naval War College. This new organization will report to the President of the Naval War College, whose billet has been upgraded to three stars. We are very

fortunate that Vice Admiral Arthur K. Cebrowski, USN, the Navy's expert on the emerging concept of network-centric warfare, has been named as my relief. He will be supported by two additional flag officers, one to command the new NWDC, the second to assume duties as Provost, handling day-to-day affairs of the College. This new organization will capitalize on the tremendous intellectual resources of the Naval War College while bringing a new operational and doctrinal focus. This combination will put Newport at the center of Navy innovation and concept development as we move into the next century. All of us are very excited about this new opportunity.

The importance of what we do here cannot be overestimated. The men and women who study at the Naval War College will lead the military forces of the free world in the coming decades. The opportunity to study the lessons of history, to interact with scholars and leaders from all of the military services, and to strengthen one's intellect and expand one's personal and professional horizons, is a priceless gift. I have been honored to serve as President of this remarkable institution, and I will always have a warm spot in my heart for the Naval War College, for Newport, and for the many friends Rosi and I have made during the past three years.


J. R. STARK
Rear Admiral, U.S. Navy

